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MEMORANDUM FOR: DCI Re: [] ideas on
EXCOM structure

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On a first reading I felt that [] ideas were not specific enough, but on reflection, maybe they do outline all you'd need for a good EXCOM, i.e.

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- * 4 reps, one each from the directorates
- * they serve as the kind of filter you did for Z, plus, they direct the studies which are done essentially by the involved directorate.

The advantages of this very small structure being

- * you dont add another layer to directorate planning/evaluation. You make the directorate do it (so the directorate will accept and act on the results) under the experienced guidance of this small EXCOM group.

Beyond that you make sure programs are looked at not only as a discrete program, but as a part of other directorate/Agency efforts. EXCOM members are the key to quality.

10-31-80

Date

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31 October 1980

MEMORANDUM FOR: The Director

FROM:

25X1

SUBJECT: Recommendation for Structure of EXCOM

1. To develop and maintain responsive and useful long-range plans, I believe that both programs and organizational elements must be treated concurrently, i.e., the planning process should permit the program costs, etc., to be developed with the directorate or office interests in the program to be readily apparent. This amounts to a matrix structure. It can be treated in a single model, thus assuring a comprehensive and consistent basis for evaluating management alternatives on either a program or organizational basis, or both.

2. Importantly, this provides for a top-down organized approach rather than a merge of independently generated plans. The improved efficiency inherent in this approach can greatly simplify and expedite the development and maintenance of the plans.

3. It is not necessary to plan all things for all programs and directorates at once, but a scheme must be maintained so the various plans will remain compatible. For example, the personnel recruiting model is an element of the overall personnel program. A companion model could be developed to estimate the recruiting needs. This would be an input to the recruiting model. The results from the recruiting model, in turn, would influence the behavior of the recruiting needs model.

4. The procedure, then, would be to undertake immediately the most pressing long-range problems, either program or organizational, and continue to expand the coverage thereafter.

5. The existing resource data should readily suffice for the planning process. There will be many factors, however, which are not generally treated in planning for which expert opinion will be the primary source.

6. To be effective, the plans must be considered by the program and organizational elements as their plans. Lacking the confidence or understanding which comes through participation, the managers will not use the planning products for decisionmaking. Implementation and use of the planning tools by all affected managers will be the objective from the outset. To achieve this, I believe it is essential to have a directorate representative (one per

directorates) working as a planning team. They must have the full confidence and support of their deputy director--and enthusiasm for the planning process. Information Science Center training has equipped a number of officers in all directorates with sufficient knowledge to perform adequately so selection should not be difficult. Some, such as [redacted] in the DDO, have worked with me in developing models and plans in the past and, I believe, would welcome the opportunity to do so again. Program representation on an ad hoc, but continuing, basis should suffice.

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7. I believe that small is not only beautiful but essential in this task. We must exploit the judgment, experience, data that exists; not duplicate it. If this can be done carefully and well, the various independent activities may indeed refer to the product as "their" plans. If they don't, the product will be only another addition to the proliferation of competing plans.

8. Success will only be achieved by example. The recruiting model required only 14 hours of Harry Fitzwater's time over four months, and the very large security approval model required about the same length of time. If the first long-range planning products are credible, effective and produced without burdening the existing processes, it should be feasible to develop a comprehensive set of planning models.

9. Provision should be made to have the technical aspect of the work critiqued from time to time: oversights are difficult to detect by the participants. This can be accomplished readily through consulting assistance, or possibly by experts in the Agency or Community.

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